

MEMORANDUM FOR SYSCOMs, PEOs, and DRPMs

Subj: ACQUISITION AWARDS FOR ACQUISITION AND LOGISTICS REFORM  
WEEK IV

Encl: (1) ARTWG Team Member List  
(2) Policy on Recognition and Awards for Acquisition Personnel

Thank you for submitting forty-one nominations for the DAVID PACKARD EXCELLENCE IN ACQUISITION AWARD. The Navy has recommended the following teams for the designated awards:

David Packard Excellence in Acquisition Award

- Assault Amphibious Vehicle (AAV) Reliability, Availability, Maintainability/Rebuilt to Standard RAM/RS Team (MARCOR)
- Century Destroyer (DD21) Program Team (NAVSEA)
- Navy Electronic Commerce On-Line (NECO) Program Team (NAVSUP)
- Privatization Initiatives Team (MSC)
- V-22 Program Team (NAVAIR)

DAE Certificate of Excellence

- Air Combat Environment Test and Evaluation (ACETEF) Team (NAVAIR)
- MK46 and MK 54 Torpedo Asset Exchange Program Team (NAVSEA)
- Advanced Amphibious Assault Vehicle Team (MARCOR)
- NRCC Bahrain Fleet Support Team (NAVSUP)
- Tactical Control System (TCS) Team (NAVAIR)
- Policy and Process Management (NAVAIR)
- Harpoon Block II Acquisition Team (NAVAIR)
- T45TS Naval Undergraduate Flight Training System (NAVAIR)
- JSOW CAIV Study Team (PEO(T))

If your initial nomination was not one mentioned above, it will automatically be considered for the awards discussed below.

In preparation for Acquisition and Logistics Reform Week IV, 7 – 11 June 1999, we invite you to submit nominations for the *Department of the Navy Acquisition Reform Certificate of Excellence*. This certificate recognizes individuals and teams whose efforts contribute to the improved acquisition of products and services for the Department of the Navy. Each recommendation should include a brief justification (no more than two pages), the individual or team members nominated for the award, and a point of contact for additional information. Any manager or supervisor across the Navy-Marine Corps acquisition system may nominate individuals or teams under their cognizance. Nominations may also be made for the

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*Defense Acquisition Executive Certificate of Achievement and the Defense Certificate of Recognition for Acquisition Innovation.*

Nominations can be submitted any time prior to 16 April 99 through your associated Acquisition Reform Team Working Group (ARTWG) member (see enclosure (1)). If your functional area or organization is not represented on the ARTWG, you may submit nominations directly through the Acquisition Reform Office. Specific criteria for these awards are included in enclosure (2). ARTWG members are responsible for insuring that all award nominations are made directly through the Navy Acquisition Reform Office web site [<http://www.acq-ref.navy.mil>].

These awards offer us the opportunity to recognize and reward our acquisition teams for their many successes. I look forward to your submissions.

//signed//

E. S. Roberson  
DoN Acquisition Reform Executive

Distribution

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PEO(DD21)  
PEO(SCS)  
PEO(Carriers)  
PEO(TAD/SC)  
PEO(CU)  
DRPM(AT)  
DRPM (AAA)  
DRPM(SSP)  
DRPM (TSC)

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## **UNDER SECRETARY OF DEFENSE (ACQUISITION AND TECHNOLOGY) POLICY ON RECOGNITION AND AWARDS FOR ACQUISITION PERSONNEL \***

### **A. POLICY**

The civilian and military personnel who support the Defense acquisition system for both new and fielded systems are our most valuable assets. To reinforce the continuing importance of reform and innovation to bringing about significant improvements in the acquisition system and its processes, it is USD(A&T) policy

1. that the Department's acquisition leadership at all levels shall recognize and reward individuals and teams whose efforts contribute to the improved acquisition of the products and services underpinning the warfighting and peacekeeping capabilities of the military services;
2. that acquisition leaders shall use existing informal and formal forms of recognition, develop new forms of recognition and awards, and make use of the new recognition and awards established via this policy memorandum;
3. that the Component Acquisition Executives (CAEs)<sup>1</sup> and other senior Component and OSD acquisition officials shall make every effort to participate in Component and subordinate office award and recognition activities to demonstrate their personal recognition and appreciation for a job well done; and
4. that the Department's acquisition leadership shall ensure that information about innovations made by acquisition personnel is widely disseminated via a variety of media so that such innovations can be replicated throughout DoD.

In carrying out this policy, the Department's acquisition leaders should employ all of the following methods for formally and informally recognizing and rewarding acquisition personnel.

### **B. RECOGNITION AND AWARDS**

Recognition activities can take many forms and be supported at many levels throughout the organization. CAEs and OUSD(A&T) principals will support, and will encourage subordinate management at all levels to support, activities designed to recognize acquisition and logistics personnel under their supervision. CAEs and OUSD(A&T) principals may elect to conduct recognition activities in a variety of ways and to use a variety of existing or newly developed mechanisms such as those listed below for recognizing and awarding acquisition personnel.

1. Defense Certificate of Recognition for Acquisition Innovation: The Defense Certificate of Recognition for Acquisition Innovation (TAB 1) has been developed to

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\* Reissuance November, 1997

<sup>1</sup>The Component Acquisition Executives (CAEs) for each of the Components are the Secretaries of the Military Departments or Heads of Agencies with power of redelegation. The CAEs, or their designees, are responsible for acquisition matters in their respective Components. The Under Secretary of Defense (Acquisition and Technology) (USD(A&T)) is the Defense Acquisition Executive (DAE) responsible for all acquisition matters in the Department of Defense. (DoDD 5000.1, "Defense Acquisition," March 15, 1996)

fulfill a need expressed for a generic certificate that can be used by the CAEs or their designees, and OUSD(A&T) principals to recognize outstanding, innovative acquisition practices which contribute to improving the acquisition and logistics support systems. CAEs, or their designees, and OUSD(A&T) principals at the assistant secretary and deputy under secretary level, are authorized to issue this certificate as a means of providing immediate recognition to deserving employees. This certificate is designed to enhance recognition activities, eliminate the usual administrative burden associated with justifying awards, and result in more timely recognition of the contributions of civilian and military acquisition personnel. Quantities of this certificate will be printed by OUSD(A&T) and made available to CAEs and OUSD(A&T) principals who will establish their own processes and procedures for awarding the certificate commensurate with the goal of providing timely recognition uncomplicated by administrative requirements.

2. Defense Acquisition Executive (DAE) Certificate of Achievement: The DAE Certificate of Achievement (TAB 2) is awarded by the DAE to individuals, groups, and teams such as Integrated Product Teams (IPT), Process Action Teams, Working level Integrated Product Teams (WIPTs) and Overarching Integrated Product Teams (OIPT). The DAE Certificate is the appropriate award to highlight and reward individuals and teams that have made exceptional contributions to improving life cycle costs and/or the Department's acquisition system through innovative acquisition management techniques. CAEs and OUSD(A&T) principals will bring to the DAE's attention individuals and teams recommended by PEOs, IPT leaders and others that have made major contributions deserving of DAE recognition. OUSD (A&T) principals and CAEs should make recommendations for such recognition in accordance with the procedures delineated at Tab 2.
3. David Packard Excellence in Acquisition Award: The David Packard Excellence in Acquisition Award (TAB 3) has been established to recognize organizations, groups and teams who have demonstrated exemplary innovation and best acquisition practices reflecting goals and objectives furthering life cycle cost reduction and/or acquisition excellence in DoD. The criteria for nomination and selection are provided in Tab 3, paragraph C. Submissions are due February 1 of each year. The Military Departments and Defense Logistics Agency may nominate up to five teams, and other Components and OUSD(A&T) principals may nominate two teams.
4. Other Available Awards: At TAB 4 is a listing of DoD and other awards for which military and civilian acquisition personnel may also be considered and which are entirely appropriate for recognizing acquisition accomplishments. CAEs, their designees, and OUSD(A&T) principals are encouraged to utilize these to provide both monetary and non-monetary awards, as appropriate, for outstanding achievement and contributions to the acquisition system. Civilian and military personnel are eligible to receive these awards even if they have received the David Packard Excellence in Acquisition Award or the new acquisition Certificates described in this document.

## C. RESPONSIBILITIES

DoD acquisition leaders at all levels are responsible for ensuring that civilian and military personnel are appropriately recognized for their contributions to improving the acquisition system. This includes using existing informal and formal forms of recognition, developing new forms of recognition and awards, as well as making use of the recognition and awards outlined at TABS 1 through 4. Specifically,

1. CAEs or their designees and OUSD(A&T) principals are responsible for ensuring that acquisition personnel within their organizations who contribute to improving processes and programs for both new and fielded systems are appropriately recognized, including presentation of the Defense Certificate of Recognition for Acquisition Innovation, as appropriate, and for publicizing the recognition in their respective Component newspapers, magazines, etc. CAEs, their designees, and OUSD(A&T) principals who make presentations of the Defense Certificate of Recognition for Acquisition Innovation are responsible for ensuring that (a) appropriate publicity accompanies the presentation, and (b) information on the achievement is provided to the Defense Acquisition University (DAU).
2. CAEs or their designees, and OUSD(A&T) principals are responsible for recommending individuals and teams deserving of the Defense Acquisition Executive (DAE) Certificate of Achievement.
3. CAEs or their designees, and OUSD(A&T) principals have the option of further recommending whether the nominees for the DAE Certificate of Achievement should also be considered for (a) the David Packard Excellence in Acquisition Award; (b) further recognition from the Secretary of Defense; and/or (c) nomination by the USD(A&T) or other DoD official for federal-wide, private sector, or private non-profit sector recognition.
4. CAEs or their designees, and OUSD(A&T) principals who nominate individuals and teams for recognition described in items (2) and (3) above will submit the recommendation under their own signature; affirm the validity, accuracy and consistency of the information provided about the achievement; and will ensure that the accomplishment being recognized will withstand scrutiny within and outside the Department.
5. Nominations submitted to the DAE for recognition described in items (2) and (3) above will be forwarded to the Director, Acquisition Program Integration (API). The Director, API may ask other OUSD(A&T) offices to assist in reviewing and vetting the nomination. Based on the results of the analysis, the Director, API will make a recommendation on the nomination, and coordinate it with the Deputy Under Secretary of Defense (AR), before forwarding it to the DAE. Upon the DAE's approval of the appropriate recognition, the Director, API will forward information on the awards to DUSD (AR), the DAU, and the Special Assistant to the USD(A&T).
6. As appropriate, DUSD(AR) will publish in the various media the names of awardees and a brief description of their accomplishments.

7. The Special Assistant to the USD(A&T) will (a) manage the development, printing, production, distribution, and administration of both the Defense Certificate of Recognition for Acquisition Innovation and the DAE Certificate of Achievement; (b) support the processing of nominations, preparation and distribution of certificates and plaques, and OUSD(A&T) office displays for the David Packard Excellence in Acquisition Award.
8. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly (ARQ) the Program Manager (PM) Magazine, and other pertinent AR publications.

ATTACHMENTS:

- TAB 1: Defense Certificate of Recognition for Acquisition Innovation
- TAB 2: Defense Acquisition Executive (DAE) Certificate of Achievement
- TAB 3: David Packard Excellence in Acquisition Award
- TAB 4: Description of Available Awards

## Defense Certificate of Recognition for Acquisition Innovation

### A. Purpose

1. The Defense Certificate of Recognition for Acquisition Innovation is established to make available to each Component of the Department of Defense and USD(A&T) principals a uniform instrument for formally recognizing outstanding, innovative acquisition practices. Its purpose is to recognize individuals, groups, or teams in DoD who have made greater contributions than normally expected resulting in improvements to defense acquisition processes and programs.

2. DoD acquisition leadership at all levels should recognize and reward individuals and teams whose efforts contribute to making the acquisition system and its various processes work more efficiently. This certificate will be awarded at the level of the Component Acquisition Executive (CAE) or his designee, or USD(A&T) principal, based on criteria and an administrative process established within each Component.

### B. Eligibility

1. All DoD military and civilian acquisition personnel, individuals, groups or teams, who have made significant contributions to furthering acquisition reform in DoD acquisition processes and programs are eligible. Significant contributions include ideas and innovations accepted by the acquisition organizations and/or management.

2. The Certificate of Recognition will be granted for contributions made or completed within the preceding 12 months.

### C. Criteria for Selection

1. Organizations, groups, teams, or individuals given this award should have contributed outstanding innovative ideas, methods, or processes that have reduced life cycle costs or added value to the acquisition system, and its processes and programs.

2. The ideas, methods, or processes recognized should promote acquisition reform goals of benefit to the DoD acquisition system and its programs.

### D. Process

#### 1. Administration

- a. The Special Assistant to the USD(A&T) will print the Certificate of Recognition and distribute it to CAEs' and USD(A&T) principals' designated administration offices.



- b. The CAEs and USD(A&T) principals are responsible for establishing their own procedures for presenting the certificates, including:
  - (1) imprinting certificates with recipients' names;
  - (2) getting certificates signed; and
  - (3) arranging for presentation ceremonies and publicizing the achievement.
- c. The Certificate of Recognition may be presented at any time in the calendar or fiscal year. It is recommended that completion of the nomination and award process take no more than 30 days.
- d. The certificates are to be signed by the CAE or his designee, or a USD(A&T) principal and, where possible, awarded at the flag/General Officer or SES level in the recipients' command or activity. CAEs or others may request participation of the Defense Acquisition Executive or other Defense official at presentation and award ceremonies; however, arrangements for such ceremonies are the responsibility of the Component or awarding office.

## 2. Reporting

- a. Each Component and USD(A&T) principal will forward as appropriate to the Defense Acquisition University (DAU) and DUSD(AR), the names of awardees, a brief description of the innovation or improvement, and a point of contact for additional information.
- b. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly (ARQ), the Program Manager (PM) Magazine; and other pertinent AR publications.
- c. DUSD(AR) will publish as appropriate the names of awardees and a brief description of their accomplishments in AR Today and AR Now.

Defense Acquisition Executive (DAE)  
Certificate of Achievement

A. Purpose

1. The Defense Acquisition Executive Certificate of Achievement is established to enable the Defense Acquisition Executive (DAE) to provide personal recognition to individuals, groups, or teams who have made exceptional contributions to improving life cycle costs and/or the Department's acquisition systems and programs.
2. The certificates will be awarded throughout the year at the discretion of the DAE. This recognition program is not designed to preclude or exempt acquisition personnel from eligibility to receive existing formal and informal awards and recognition traditionally used within OSD or the DoD Components.

B. Eligibility

1. All Department of Defense acquisition personnel, both military and civilian individuals, groups, and teams, such as Integrated Product Teams, Process Action Teams, or other working groups who have contributed to improving acquisition processes and programs are eligible. Significant contributions include ideas and innovations accepted by acquisition management within the Components or OUSD(A&T).
2. This certificate will be granted for contributions made or completed within the preceding 12 months.

C. Criteria for Nomination

1. Organizations, groups, teams, or individuals eligible for this recognition should have contributed ideas, methods, or processes representative of innovative acquisition management techniques and/or life cycle cost reduction.
2. The ideas, methods, or processes recognized should promote acquisition reform goals and help achieve best value for the government.
3. Recommendations should be based on a factor or factors which establish the work as being exceptional to the normal methods or practices.

## D. Process

### 1. Administration

- a. The DAE personally issues these certificates. Component Acquisition Executives and OUSD(A&T) principals should forward recommendations for the Certificate of Achievement to OUSD(A&T), ATTN: Special Assistant to the USD(A&T), 3150 Defense Pentagon, Room 3D1020, Washington D.C. 20301-3150
- b. Each recommendation should include:
  - 1) Brief description of the innovation or initiative,
  - 2) Reason for awarding the Certificate of Achievement,
  - 3) Name of the organization (group title, office title, activity, duty location),
  - 4) Name(s) of individual(s) nominated, and
  - 5) Point of contact handling the nomination package.
- c. The Special Assistant to the USD(A&T), will forward nomination(s) to the Director, Acquisition Program Integration (API). The Director, API may ask other OUSD(A&T) offices to assist in reviewing on a quarterly basis the nomination(s) for accuracy and merit. Nomination(s) will be reviewed the first week of each quarter beginning with October. Based on the results of the review, the Director, API will make a recommendation on the nomination(s), and coordinate it with the Deputy Under Secretary of Defense (Acquisition Reform) before forwarding to the DAE.
- d. Upon the DAE's approval:
  - (1) the Director, API will provide copies of the approved nomination to the Special Assistant to the USD(A&T); the Defense Acquisition University (DAU); and DUSD(AR).
  - (2) the Special Assistant to the USD(A&T) will prepare the certificate and notify the nominating office. The nominating office will assume responsibility for arranging for an appropriate ceremony, accompanying publicity, and other activities to recognize the recipient(s).
- e. The certificate may be presented at any time in the calendar or fiscal year and is not limited to any cycle for nominations

### 2. Reporting

- a. DUSD (Acquisition Reform) will publish as appropriate the names of awardees and a brief description of their accomplishments in AR Today and AR Now.
- b. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly (ARQ), the Program Manager (PM) Magazine, and other pertinent AR publications.

David Packard  
Excellence in Acquisition Award

A. Purpose

The David Packard Excellence in Acquisition Award is established to recognize DoD civilian and/or military organizations, groups, or teams, who have made highly significant contributions which demonstrated exemplary innovation and best acquisition practices. These are multiple awards reflecting achievements that exemplify goals and objectives established for furthering life cycle cost reduction and/or acquisition excellence in DoD.

B. Eligibility

1. Nominations are for organizations, groups, or teams that have exhibited superior accomplishments significantly contributing to defense acquisition reform initiatives and acquisition programs.
2. The award will be granted for contributions made or completed within the preceding 12 months (January 1 to December 31).

C. Criteria for Nomination/Selection

1. Organizations, groups and teams nominated for this award should have made highly significant contributions to DoD's acquisition processes and programs demonstrating exemplary innovation and best acquisition practices. The primary judging criteria for selecting recipients are based on one or more of the following:
  - a. Reducing Life Cycle Cost, including such factors as
    - Achieving best value for the government
    - Balancing the risk of fraud, waste or abuse against the cost of preventative measures
    - Balancing the benefits of the nation's socio-economic policies with the cost of government-unique requirements on sellers
  - b. Making the Acquisition System More Efficient, Responsive and Timely, including
    - Managing risk in acquisition and procurement, rather than avoiding it
    - Meeting warfighter/peacekeeper needs faster, better, cheaper
    - Shortening acquisition lead time
    - Being suited to peacekeeping and other emerging DoD missions
    - Anticipating change instead of reacting to it
  - c. Integrating Defense with the Commercial Base and Practices, including
    - Strengthening the joint commercial and defense industrial base
    - Integrating commercially available technology into military systems

- Maintaining technological superiority
  - Combining best practices of world class customers and suppliers
  - Partnering within DoD and with industry
- d. Promoting Continuous Improvement of the Acquisition Process, including
- Simplifying the acquisition process
  - Facilitating people in the acquisition workforce in doing their jobs
  - Training and educating a professional acquisition workforce
  - Providing incentives for acquisition personnel to innovate and to manage risk
  - Evidencing trust in the professionalism of the workforce by empowering and encouraging them
  - Ensuring that every step in the acquisition process adds value
  - Reengineering the acquisition system - not all at once but process by process
  - Measuring progress (metrics) toward acquisition system enhancements
- e. Accomplishing Specific Goals Associated with Acquisition Reform Initiatives, including
- Legislation
  - Specifications and Standards
  - Oversight and Review
  - Automated Acquisition Information
  - Electronic Commerce/Electronic Data Interchange
  - Contract Administration
  - Purchase Cards
  - Procurement Process Reform
  - Integrated Product/Process Teams (IPTs), IPPD
  - Others (as may from time to time be identified in connection with working group charters, Defense Manufacturing Council, Defense Science Board, Roles and Missions Commission, legislative and regulatory initiatives, etc.)
- f. Others As Identified by a DoD Component Acquisition Executive
2. Nominations must specify the criteria that are applicable and provide supporting information. Quantifiable metrics, such as savings and outcome measures, are especially desired.
3. Nominations must specify an award category appropriate for the achievement. Award categories include: Program Management; Communications Computer Systems; Contracting (includes Construction); Purchasing; Industrial Property Management; Systems Planning, Research, Development and Engineering; Test and Evaluation; Manufacturing, Production and Quality Assurance; Acquisition Logistics; Business, Cost Estimating, and Financial Management; and Auditing. Award categories will be used to assist in the evaluation of the nominations. More than one nomination may be submitted specifying the same award category.

## D. Process

## 1. Administration

- a. Special Assistant to the USD(A&T) will prepare the notification for USD(A&T) issuance on November 1 that nominations are due by February 1.
- b. The Services Military Departments and Defense Logistics Agency may nominate up to five teams, and other Components and OUSD(A&T) principals may nominate two teams. Nomination packages should be submitted not later than February 1 each year through the appropriate Component Acquisition Executive or USD(A&T) principal to the Acquisition Recognition Board, ATTN: Special Assistant to the USD(A&T), 3150 Defense Pentagon, Room 3D1020, Washington D.C. 20301-3150.
- c. Each nomination should include the following information;
  - 1) Name of the organization (group title, office title, activity, duty location) and point of contact.
  - 2) Name(s) and position titles of individual(s) contributing to the team.
  - 3) A summary describing the accomplishment(s) normally not to exceed two pages, but may be accompanied by supporting information, e.g., charts, statistical data, etc.
  - 4) Appropriate award category.
- d. The Special Assistant to the Under Secretary of Defense (Acquisition and Technology) will provide the nomination packages to the Director, Acquisition Program Integration (D,API). D,API will coordinate the awards process with the PDUSD(A&T) and the Deputy Under Secretary of Defense (AR). The D,API will chair the Acquisition Recognition Board comprised of five panel members who report to either the USD(A&T) or PDUSD(A&T). The Board Chair selects members to serve and assist with the assessment and review of the nominations. The Chair will then present the recommendations to the PDUSD(A&T) for approval. The USD(A&T) is the final selection authority.
- e. Upon USD(A&T) approval of the Board's recommendations, the Special Assistant to the USD(A&T) will order necessary plaques and certificates, and perform any administrative functions associated with the award presentations. The David Packard Excellence in Acquisition Award will be presented to the honorees' organization in an official ceremony. Each member of a group or team will receive a Certificate of Excellence in Acquisition. The Special Assistant to the USD(A&T) will establish and maintain a Pentagon display of annual award winners and coordinate any other type of publicity relating to the award.
- f. When possible, the USD(A&T) will personally participate in an appropriate awards presentation. Such presentation could be an official awards ceremony at the Pentagon, an awards ceremony at the selectee(s)' duty station, or other type of presentation. All travel costs associated with an awards presentation will be borne by the nominating organization.

## 2. Reporting

- a. The Director, API will provide information on all recipients of the David Packard Excellence in Acquisition Award to the Defense Acquisition University (DAU) and DUSD(AR).
- b. Acquisition Reform will publish as appropriate the names of awardees and a brief description of their accomplishments in AR Today and AR Now.
- c. The DAU President is responsible for ensuring the innovations and accomplishments of the awardees are recognized, as appropriate, in the Acquisition Review Quarterly (ARQ), the Program Manager (PM) Magazine, and other pertinent AR publications.

## Certificate of Excellence For Acquisition Reform

### A. PURPOSE

The Acquisition Reform Certificate of Excellence is to recognize and reward individuals and teams whose efforts contribute significantly to the improved acquisition of products and services for the Department of the Navy (DoN). Any leader/manager may submit nominations for this award of individuals or teams under cognizance.

### B. ELIGIBILITY

All DoN military and civilian acquisition personnel, individuals or teams and their industry partners who have made significant contributions to furthering acquisition reform in DoN acquisition processes and programs are eligible. The Acquisition Reform Certificate of Excellence will be granted for contributions made in the 12 months proceeding nomination for the award.

### C. PROCESS

The nominations for the Navy Acquisition Reform Certificate of Excellence will be entered in an on-line database residing on the ASN(RDA) ARO Home Page [<http://www.acq-ref.navy.mil>].

Entry of an individual or team by the Leader/Manager of the nominated team certifies qualifications of the individual/team to receive this award. The database has easy-to-follow directions to complete the nomination form for individuals or teams. The ARO Database Administrator is Carol Szot, (703) 684-4060, [cszot@dynsys.com](mailto:cszot@dynsys.com) will verify all changes prior to the certificate being printed and mailed. The ARO Coordinator, Daphne Wanzer, (703) 684-4060, [dwanzer@dynsys.com](mailto:dwanzer@dynsys.com) will print and mail certificates.